

**UCDAVIS  
HEALTH**



# Clinical Strategic Plan

2022–2027



# A message from the CEO

Dear Patients and Colleagues,

I am thrilled to share with you our UC Davis Health NEXT Clinical Strategic Plan, which is the culmination of a collaborative effort, including inputs from our vibrant community of faculty and staff. Thank you to all who helped support this effort. And thank you for your ongoing leadership in making this vision a reality and delivering tomorrow's health care today.

This plan comes at a pivotal moment in time for UC Davis Health. Health systems across the country are grappling with the COVID-19 pandemic and its consequences. Even before the pandemic, health care was increasingly becoming more personalized, "inside out" (i.e. tailored at the cellular or even gene level), and "always on" (i.e. integrated into people's lives and accessible on their schedules).

This past year, we have celebrated tremendous accomplishments amidst enormous challenges. We provided vital care to our communities throughout the pandemic while participating in vaccine research; cared for those impacted by our region's historic wildfires; ranked as the top hospital in Sacramento, with 9 adult and 4 pediatric specialties in the top 50 nationally; and served as an economic anchor and engine for the community and a leader in addressing homelessness.

As a leading academic health system in California, we are already making strategic investments to redefine the future of health care, expanding our physical capacity, addressing health disparities in our communities, and moving to value-based models of care delivery and reimbursement.

This Clinical Strategic Plan lays out priorities for our health system over the next five years, centered around the patient, grounded in equity, and in alignment with the goals of UC Davis and the broader UC Health strategy. Our ambitious plan includes strategic investments to develop a regional system of care; deliver exceptional patient and care team experiences; advance health equity and address disparities; and develop and grow integrated, patient-centric service lines. We will build on our great strengths to provide tomorrow's health care today. Let the journey begin.

**David A. Lubarsky, M.D., M.B.A.**

Vice Chancellor of Human Health Sciences and CEO  
UC Davis Health

# Guiding principles

## Vision

Delivering tomorrow’s health care today — the next generation, the next innovation, the next cure.

## Mission

Grounded in equity, we provide unparalleled care across California, transforming lives and communities. Our teams research and develop trailblazing therapies and technologies, educate and prepare a future-ready workforce, and drive excellence into all we do.

## Values

Kindness, Trust, Inclusion

## Patient Promise

Patients are at the center of everything we do.

## Strategic pillars

Develop a Regional System of Care

Deliver Exceptional Patient and Care Team Experiences

Advance Health Equity and Address Disparities

Develop and Grow Integrated, Patient-Centric Service Lines

## Transformation Catalysts

Investing in the Future of Medicine

“Digital Davis” (Digital Health, Telehealth, IT & Analytics Infrastructure)

Integrated Research & Innovation

Operational Excellence/ Business Process Innovation

## One UC Davis Health Enablers

Aligned Incentives (New Funds Flow)

Aligned Operating Model & Decision-Making

**Develop a  
Regional  
System of  
Care**

UC Davis Health aspires to build out a regional system of care, providing the right care in the right place at the right time. We will build and strengthen our partnerships, bringing

UC Davis Health's subspecialty expertise and distinctive clinical trials to local providers. Strong partnerships and robust referral networks will expand our role as the provincial referral center of choice and ensure our world-class care is accessible to patients across Northern California and beyond.

In addition to partnering with local providers to serve people in need of care, across many regions, we will bring care directly into patients' homes through care-at-home and telehealth models. Meeting our patients where they are will facilitate care that is "always on" and integrated into patients' lives.

**Deliver  
Exceptional  
Patient and  
Care Team  
Experiences**

UC Davis Health aspires to be a top place to receive care and to work. For patients, UC Davis Health will be known as a trusted provider where navigating complex,

inter-disciplinary care is made easy by attentive care teams and smart design. For staff and care teams, UC Davis Health will foster a culture of kindness, trust, inclusion and collaboration, united around clear goals. Our workforce will be representative of the patients and communities we serve and will deliver care with cultural competence and humility.

**Advance  
Health Equity  
and Address  
Disparities**

UC Davis Health has been a leader in advancing health equity through our research, our education, our clinical care, and our partnership with the community. Through our Anchor

Institution Mission, we embrace our economic and social role in keeping our communities healthy and we are addressing homelessness in partnership with the city and county. During the pandemic, we played a vital role in providing COVID-19 testing and vaccines in underserved communities and life-saving care in our intensive care units. We will redouble our efforts to lead in health equity and eliminate health disparities for the communities we serve. Specifically, we will work in partnership with the community to build trust, deepen our robust community relationships, provide equitable access to services, and use our hiring, purchasing, and investing power to positively impact our community. We will foster an inclusive culture where everyone feels they can bring their authentic selves to work so they can best serve our patients.

**Develop  
and Grow  
Integrated,  
Patient-Centric  
Service Lines**

Over the next five years, UC Davis Health will transform key programs like our exceptional cancer, cardiovascular, neurosciences, and transplant services into integrated service lines that

will organize clinical services into an integrated care continuum around a population or disease state. Our service lines will improve care for our patients by organizing care teams, clinical pathways, operations, and back-end analytics around the patient journey. And they will span care settings — from inpatient and ambulatory to digital and the home — to provide our patients with a seamless UC Davis Health experience, exceptional quality care, and improved outcomes. We will tap into the expertise of all five UC health systems and to bring our patients access to the latest clinical trials the most leading-edge medicine.

# Transformation Catalysts

## Investing in the Future of Medicine

**Investing in the Future of Medicine** creates funding opportunities to support our innovators to design and test new models of care delivery, diagnosis, and treatment.

## “Digital Davis” (Digital Health, Telehealth, IT & Analytics Infrastructure)

“**Digital Davis**” expands our ability to connect with patients wherever they are, conveniently and efficiently provide care, and ensure the best data and analytics inform every care decision.

## Integrated Research & Innovation

**Integrated Research and Innovation** links our world-class research directly to our clinical programs and provide unparalleled access to clinical trials for our patients and partners, ensuring discoveries are rapidly translated from bench to bedside.

## Operational Excellence/ Business Process Innovation

**Operational Excellence and Business Process Innovation** drives efficiency, access, and throughput while alleviating capacity constraints to allow us to always deliver exceptional, efficient care.